

25 April 1984

MEMORANDUM FOR: Deputy Director for Policy, Analysis,  
and Evaluations

STAT FROM:

Chief, Human Resources and  
Planning Staff

SUBJECT: Projected Needs of Agency Manpower  
Goals--1990s and Beyond

REFERENCE: Memo fr C/OMS/DDA to D/Pers, dtd 20 Apr 84,  
Same Subject

1. It is perhaps an oversimplification to indicate that most skilled employees who voluntarily leave the Agency prior to retirement are dissatisfied with either their pay and benefits, or their sense of job satisfaction. Therefore, it is logical that the Agency undertake programs to improve the intangible elements of job satisfaction as well as pay and benefits. Such things as recognition and self-image, a sense of accomplishment, the number of constraints on creativity or resources, peer respect, and the satisfaction of understudying respected professionals are all related to job satisfaction.

2. If the Agency is to remain competitive in the 1990s, there will obviously have to be an assertive recruitment program which seeks out the talented candidates needed to fill our positions. This program will have to be multifaceted, with graduated work tours and benefits that are tailored to Agency manpower skill requirements. The Agency will also have to keep compensation competitive, including the upper grades, and continually review and adjust the employee benefits package--and inform employees fully of their available benefits. There are additional actions which the Agency could take which could prove to be very effective in attracting and retaining skilled employees. Some of these additional actions include:

a. Develop personnel management systems which reflect the current trend toward a greater degree of mobility in and out of the Agency and recognize the need for both career and short-term employees to meet personnel staffing levels.

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- b. Improve the performance rewards system.
  - c. Develop a special corps of cross-trained managers who can manage Agency specialists in production, collection, and administration, or functional specialists (such as personnel managers cross-trained in personnel administration, data base management, planning, and quantitative analysis).
  - d. Continue actions to recapture and preserve the Agency's very special environment that stresses teamwork, accomplishment, worth, and organizational vitality. It demands much and receives much from employees in return for an employer that is aware of the unique problems faced by its employees, makes an extra effort on their behalf, and enhances job satisfaction.
  - e. Develop and apply productivity measures where relevant.
  - f. Create incentives for managers to focus on and improve productivity. The system now is often perceived to work against the manager who does more with less. If the unit is smaller, it may work against the grade allocated for the manager's position. Conversely, the manager who is expanding the unit may receive a higher grade allocation.
3. In addition to specific programs directed toward hiring and retaining properly skilled employees, it is critical that the Agency be able to project shortages and overages by skill, which can be used to devise retraining and recruiting strategies. One such projection technique that has been used successfully by IBM involves the use of "transition matrices" to forecast skill imbalances to help management formulate retaining and recruitment strategies. The matrices access an organization's employee data files that contain current and historical information concerning employee positions and skills. From this data, "transition matrices" are constructed. These historical transition rates are modified to emphasize growing trends and future requirements, and used to iteratively project skill distributions one year at a time. Projected skills that are over or under the targeted levels are then balanced by appropriate retraining or recruiting strategies. This technique, called a MARKOV Process Model, is now used by the Office of Personnel for analyzing age and grade changes and could be adapted to skill projections within a realistic time frame. Since a skill imbalance is projected only if the demand for a skill is not within the upper and lower bounds of the supply for that skill, some future imbalances may not be

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predicted. This method is, therefore, conservative in determining skill imbalances, with only the larger imbalances detected; short-term or small imbalances may not be projected with this method. For these reasons, this analysis should be used in conjunction with conventional personnel management techniques to achieve an effective human resource planning strategy.



STAT

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

24 April 1984

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/P&amp;PS

Please provide your response to me by 1630 hours, 25 April.

2. C/SIS

3. C/HRPS

4. C/PMCD

5. C/ID

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15.

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

Executive Officer/Office of Personnel

DATE

23 April 1984

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DD/SP

2.

DD/PA&amp;E

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DD/E

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D/EEO

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The attached memo from the DDA/CMO requests for the A/DDA recommendations for improving the Agency's competitive position in recruiting, training and retaining employees in the 1990's.

Please provide comments and recommendations no later than 1200 on 26 April. Call if I can help.

Thanks.

Attachment

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Projected Needs of Agency Manpower Goals--1990s and Beyond

FROM

EXTENSION

NO.

C/CMS/DDA  
7C18-HQS

DATE

20 April 1984

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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FORWARDED

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20 April 1984

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Information Services  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training and Education

STAT

FROM: [REDACTED]  
C/Career Management Staff/DDA

SUBJECT: Projected Needs of Agency Manpower Goals--  
1990s and Beyond

1. An Agency Steering Group chaired by the Executive Director is looking at ways CIA can continue to attract, train, motivate, and retain sufficient numbers of high-quality employees to fill our projected needs in the 1990s and beyond.

2. The Associate Deputy Director for Administration has requested that each Directorate Subgroup review the attached and submit recommendations regarding actions and programs we could undertake to improve our competitive position in our manpower goals for the future. Your comments and recommendations should be forwarded to us by COB 27 April 1984. If you have any questions, please contact the undersigned on [REDACTED]

STAT

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Attachment:  
As Stated

Goals and Actions

The first and most crucial area concerns the people we will need in the future. (U)

The Manpower Goal

To ensure that CIA can continue to attract, train, motivate, and retain sufficient numbers of high-quality employees to fill our projected needs in the 1990s and beyond. (C)

Background and the Problem

We have held a competitive position in the US job market for most of our history, largely because of the inherent attraction and mystique of a career in intelligence with the nation's most elite practitioner. As a result, we have maintained an unusually qualified work force, and our selection process is designed to keep it that way. (U)

There is, however, a growing perception in the public and private sectors that the supply of high-caliber talent in this country, particularly in language and area studies and in some technical fields, is not keeping pace with the demand. In addition to the inadequacies in our educational system outlined by a federal commission in 1983, census projections indicate that the population in the prime recruiting ages (20 to 24 and 25 to 29) will decline for the rest of this century. The number of attractive employers outside of Government continues to swell throughout our increasingly service-oriented economy. At the same time, the benefits of government employment are decreasing even as business and industry are increasing inducements and perks to attract the brightest young people. The bidding is already intense and is likely to become even more so. (U)

There is little reason, then, to feel complacent about our ability to attract and hold sufficient numbers of gifted people over the long term. Moreover, a larger work force of pedestrian talent simply will not do the job that must be done in the 1990s. (It is doubtful in any event that we will grow much beyond our requested personnel strength for FY 1985.) We face growing demands for rapid, current, in-depth responses to an ever expanding set of questions in an increasingly hostile and technologically advanced operating environment. The quality of our work force will be central to our ability to maintain the standard of excellence that policymakers have come to expect from us over the years. (C)

The actions we have taken over the past two years on such key issues as new recruitment and hiring techniques and improved compensation and benefit programs reflect needed movement on manpower issues. The prospect of Congressional action in 1985 to reduce federal civilian retirement benefits—an element in the attractiveness of a career in government—increases the urgency of preparing now to ensure that our future position will be competitive. (C)



#### Actions Needed in the Short Term

We must assess the difficulties we may face in maintaining the appropriate level and mix of skills and experience we will require over the long term, and we must devise ways to overcome or get around the problems we foresee. First, however, we need a more clearly defined framework within which to address the prospects for employee recruitment, motivation, training, and retention and the implications of those prospects for incentive programs now under consideration. We must project how the Agency's mix of requisite skills may change over the next 10 to 15 years as the Directorates cope in earnest with the computer environment and the technological and substantive challenges that are forecast for the 1990s. We also must develop a more accurate appreciation of the size and character of the pool of relevant talent we will have to draw on during that period. Finally, we must assess the limits—legal and reasonable—of our capacity to initiate programs to enhance our ability to compete for quality applicants and to retain and motivate our most productive employees over the long haul. Within this framework, which should be in place by the end of 1984, we will be able to implement an innovative, Agency-wide strategy to satisfy our personnel needs in the 1990s. (C)

To create and maintain momentum to deal with this crucial issue, the Executive Director will chair a Steering Group on Personnel that will consist of the Associate Deputy Directors and representatives from the independent offices, as appropriate. The Steering Group will look to the Director of Personnel to develop studies for its review by the end of 1984 on:

- The mix of skills needed by the Directorates over the next 10 to 15 years.
- The size and character of the relevant pool of talent in the United States available to us during the same period.
- Recommendations regarding actions and programs we could undertake to improve our competitive position during that period, and a description of the legal and practical limits we face in implementing such programs and actions. (C)

It is too early to predict the specific strategy that will result from this process. In the course of preparing this Addendum, a number of suggestions to improve our competitive position in the job market were received from the Directorates. In the short term, for example, we could experiment with pilot programs in such areas as scholarships for promising students or employees and tuition forgiveness arrangements for both in return for

future service commitments. We will, of course, want to ensure that our people receive pay and benefits equal to or better than those of other government agencies. We may wish to make more use of experts employed elsewhere to help us solve particular problems—either through contract or loan arrangements. We must use our external and in-house training programs not only to develop advanced skills but also to expand the career opportunities of the participants. And we need to learn to do a better selling job on the advantages and satisfactions of working for the Agency.

(c)